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ABSTRACT

The information mechanisms required by the National Institute of Education (NIE) are discussed. The first section of the paper treats these mechanisms in general terms, and deals with the three kinds of information considered essential to NIE's research library. The third portion of the proposal considers three alternatives available to NIE--a branch library, an in-house library, and a national library--and concludes that the second of these is more appropriate. Section four presents guidelines for the establishment of an autonomous NIE in-house research library, discussing authorization, reporting procedures, clientele, services, size and scope of the collection, space, staffing, and budget. The final major portion of the paper offers guidelines for the establishment of a NIE archival collection and a brief concluding section discusses some procedures for accessing library and archival services and resources during NIE's interim organization. (PB)

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NIE ARCHIVES COLLECTION
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THE LIBRARY
OF THE
NATIONAL INSTITUTE OF EDUCATION
A PROPOSAL

(First Draft)

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NATIONAL INSTITUTE OF EDUCATION
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Introduction

The National Institute of Education (NIE) proposed by President Nixon in his March 3, 1970 Message to Congress on Educational Reform is being established for the purpose of reforming and restructuring education in this country. The legislation mandates that NIE will be self sufficent agency under the Department of Health, Education, and Welfare (HEW) committed to (1) solving or alleviating the problems of American education (2) advancing the practice of education (3) strenghthening the scientific and technical foundations of education and (4) building an effective educational research and development system.

As a self sufficient agency committed to the goals outlined above, the NIE must be endowed with a wide array of supportive functions. A vital supportive function for NIE will be that of information services. The fact that NIE will commence operation with a staff of 350 to include a number of top flight researchers engaged in inhouse research makes it imperative that the NIE develop a strong information services network.

To date little planning has been directed to the area of information services for NIE and the mechanisms to be developed in addressing this issue. This paper will focus on the information mechanisms needed by NIE

and will establish guidelines for the creation of two information mechanisms essential to NIE's operation - a research library and an archival collection.

The paper is divided into the following sections:

(1) NIE information mechanisms and their proper location in the organization

(2) Rationale for the creation of an NIE research library

(3) Alternatives available to NIE in the development of a research library

(4) Guidelines for the establishment of an autonomous NIE in-house research library

(5) Guidelines for the establishment of an archival collection for NIE

(6) Procedures for accessing library and archival services and resources during NIE's interim organization

(1) NIE Information mechanisms and their proper location in the organization.

The kinds of information required by NIE staff and researchers fall into 3 main categories. First NIE must have a central clearinghouse for current information on all education related projects supported by other Federal agencies and by non government institutions. ERIC and the ERC which are being transferred to NIE will be a primary sources for information of this nature. Secondly, NIE staff will need access to a comprehensive and ever increasing selection of publications and journals pertaining the study of education and other related fields. To effectively mee this need, NIE must establish an in house research library. Lastly, in the area of information services, NIE staff will require access to all data resulting from NIE supported activities. Therefore an archival collection with procedures for the collection, storage and retrieval of all NIE documents produced in house and under contract must be maintained.

To maximize efficiency and to promote coordination, of information services and resources the information mechanisms outlined above, must be centralized within the agency. It will therefore be essential that NIE established an Information Services Center encompassing Educational Reference Center (ERC) and Educational Information Resources Center (ERIC),

a research library, and an archival collection. Careful consideration must be given to the location of the Information Services Center of the NIE. For reasons that will be elaborated on later (in the context of reporting procedures for the NIE library), it is recommended that the Information Services Center report to either of the two Divisions of the agency most involved in research, i.e. the Division of Resources or the Planning and Evaluation Unit. A more acceptable alternative would be the creation of a separate Dissemination Division which would include the Information Services Center. The Information Services Center should not under any circumstances report to the Administrative Services Division of NIE.

(2) Rationale for the Creation of an NIE Research Library

As mentioned above, an essential component of the Information Services Center of NIE will be the library. To justify the creation of an NIE library it is first necessary to show that demands for its resources and services warrant its establishment. It is, therefore, essential to determine who will constitute the library's users and what benefits a library can provide to these users.

According to a document prepared by the Special Libraries Association entitled Speeial Libaries: A Guide for Management it is recommended "that any organization, research group or firm with thirty or more professionalscan well justify establishing a library." (Strable, p.47). At its inception the NIE will have a staff of 350 people, approximately half of whom will be professionals. Included in this group will be many top level researchers engaged in in-house activities. It can safely be assumed that of the 175 professionals, many of whom will be involved in actual research, a large number will at some time or another need access to the kinds of information that can be provided by a library. For those who are engaged in day to day research, the resources and services of a library will be essential. To quote again from the S.L.A. report "a potential library user is anyone whose job performance depends on keeping up with new

developments reported in print, avoiding duplication or research effort and expenditures, or making use of others' experience in planning work and improving organizational performance." (Strable, p.47) Based on this statement, it would not be presumptuous to assert that NIE must have a library if it is to support the efforts of its professional staff.

To determine what benefits an NIE library can offer to its users, the methods to be used by NIE in realizing its mandate must be analyzed in light of how a library can foster their application.

To realize its mandate the NIE will (1) Conduct educational research (2) collect and disseminate the findings of educational research (3) train educational researchers (4) promote the coordination of this research with the federal government and (5) provide financial assistance to individuals and institutions in order to promote research, dissemination and training in the field of education. An NIE library will provide support to NIE in the performance of all the above tasks with the exception of (5).

To conduct research NIE staff will require prompt access to information relating to past and current theory and practice in the field of education, as well as, in those areas of the social and hard sciences which have impact

on education. The library collection and, more importantly, the services of a library (literature searches, bibliographies, annotated periodical and acquisition's lists, reference services, etc.) will foster and facilitate NIE endeavors in the area of research.

A library will also provide a mechanism for collecting and disseminating the findings of educational research. As a central source for information on current developments in the field, a main function of the library will be that of data collection. To the extent that NIE is willing and seeks to make the resources and services of the library available to researchers and practitioners in the field, the library will serve as a channel for the dissemination and diffusion of educational information.

If NIE is to succeed in coordinating educational research within the Federal government, a central source for information on what is and has been done in the field and the successes and failures of these efforts must be available to the staff of other Federal agencies. A library will, through its services and collection, promote NIE endeavors in this domain.

Lastly, through its services and resources, a library can provide young researchers with the tools necessary in learning to do quality research, and thereby support NIE in its efforts to train educational researchers.

The fact that a large number of NIE's profesional staff will be engaged in activities which will require access to the services and resources of a library justifies the establishment of an NIE library.

(3) Alternatives available to NIE in the development of an research library

Prior to writing this paper a number of libraries in the Washington area and elsewhere were visited and their directors interviewed. Included in these visits were the following HEW Department Library, the Office of Education (OE) Branch library, the Library of Congress, the Education and Public Welfare Division of the Legislative Reference Service of the Library of Congress, the National Education Association of the United States (NEA) Library, the Center for Urban Education (CUE) library, the National Institutions of Health (NIH) in house research library, the National Library of Medicine, National Library of Medicine (NLM) and the National Archives. The purpose of the visits were two-fold: (1) to discover basic facts about the collections such as size, scope, clientele, budget and space considerations, and staffing patterns and (2) to ascertain what services and what levels of service these libraries provide to their clientele and what information services they could provide to NIE staff.

As a result of these visits two conclusions were reached: (1) several of these libraries contain valuable resources and services which will be available to NIE staff and (2) NIE cannot depend exclusively on these

libraries for its library needs. Consequestly it has been determined that the NIE must establish its own research library with those services and resources which correspond to NIE staff needs.

As an agency reporting to the Department of Health, Education, and Welfare (HEW), the NIE will be afforded with those privileges provided by the Department to other agencies under its jurisdiction. The NIE therefore, like other HEW agencies, is empowered to establish its own library. In planning for an NIE library it is perhaps best to compare how various other HEW agencies have accessed library resources and services and which of these best suit the library needs of NIE. There are three types of HEW agency libraries:

(a) the branch library (represented here is the OE branch collection)

(b) the in-house research library (represented here by the NIH autonomous in house research library

(c) the National library (represented here by the National Library of Medicine)

a. Branch library.

The Office of Education (OE) Branch Library is typical of the branch library model. Created in 1964, the OE Branch is located under the jurisdiction of the HEW Department Library and is dependent on this library for its resources and services. It was never intended that the OE Branch

would function as the OE's research library. It was in fact assumed that the OE staff in need of research materials and reference services could always utilize the Department library located across the street.

The main function of the OE Branch is to provide the OE staff with a collection of the most commonly used reference tools (dictionaries, directories, encyclopedias, guides to the literature, etc.), a wide range of the most frequently sought after educational periodical (150 titles), and a rotating selection of the latest publications in the field of education. The OE Branch also houses the complete ERIC microfiche collection. The OE Branch never contains more than 800 titles on its shelves at one time; new books are constantly added as other books are withdrawn and returned to the Department Library.

All selection, procurement, and processing of books slated for the OE Branch is carried out in the HEW Department Library. Requests for books not available in the Branch are directed to the HEW Department Library. The OE Branch has two staff members; a librarian (not an education specialist) who reports to the Department Library administration and an ERIC representative who handles the ERIC collection repre-

sentative who handles the ERIC collection and reader services and reports to the head of ERIC.

Each year OE allocates a sum of money - $20,000 for FY 1972 - to the HEW Department Library for purchase of educational materials. Most of the materials purchased with these funds are deposited in the HEW Department Library; the rest are housed in the OE Branch. OE Branch operating costs, such as the OE librarian's salary and the equipment costs are borne by the HEW Department Library.

The disadvantages associated with the OE Branch operation are numerous. Many of these result from the fact that the Branch is dependent on the Department Library for so many of its resources and services. Lenghthy procurement and slow processing procedures used by the HEW Department Library often result in a six to ten week delay before a new publication is available for circulation in the Branch. Should a requested item be in great demand, it may be several more weeks or even months before an interested party can access it. Some years the Department Library does not receive its annual appropriations until six months after the beginning of the fiscal year, during which time all purchasing comes to a halt. The OE Branch, dependent on the Department Library

for materials, is unable to access new materials during these periods. The Department Library offers an interlibrary loan service to its branches, however, the advantages of this service are minimized by the long delay, often three weeks or more, involved in obtaining publications from other libraries.

Another short coming in the operation of the OE Branch is the fact that the two people who work in the Branch report to different authorities. There is therefore no coordination of effort; the librarian handles the library collection and the ERIC representative handles the ERIC materials. They do not in any way work as a team to provide coordinated service.

It is quite obvious from the analysis of the OE Branch operations, that such a library could not begin to meet the information needs of the NIE staff. The NIE library must be able to establish those policies and a collection which will enable it to adequately serve the Institute.

b. In-house research library.

The National Institutes of Health (NIH) library, which exemplifies the in-house research library model (the most common type of HEW agency library) will be analyzed in this section. The NIH research library was established in 1903 as the Hygenic Laboratory Library and was officially designated the NIH research library in 1936 (the year the NIH came into existence). This library is autonomous in the sense that it does not

report to the HEW Department Library or any division outside the NIH. The NIH library is located within the Division of Research Services, a line division under the NIH Director. The library has a collection of 100,000 volumes (70,000 periodical volumes and 30,000 books) which never exceeds this number. The intention of this library is to provide an up-to-date working collection; the library contains very little material published prior to 1960. To insure that the collection is kept current and relevant, each year 5,000 old volumes are weeded out as 5,000 new volumes are added, a yearly turnover of 1/6th of the collection. At present the library is receiving some 3,300 current journal titles in the biomedical, health sciences, and other related fields. To supplement the collection there is heavy emphasis on interlibrary loan. Although the library is open to the public for research purposes, the library services are limited to the 11,000 NIH staff members. The library is manned by a staff of 25 professional and 38 support personnel (a total of 63).

The most appropriate word that can be used to describe this library operation is service. The library's main goal is to provide rapid information service to its clientele. The library staff has at its disposal several mechanisms to facilitate its efforts. MEDLARS (Medical Literature Analysis and ~~Research~~ Retrieval System) is a very sophisticated computer bib-

liographic retrieval system and MEDLINE is a less sophisticated computer retrieval system using remote terminals which can be connected to telephones. These two systems are used for doing literature searches and compiling bibliographies. On request the library photoduplicating service will suppliy copies of any articles or items cited. Last year over one million photoduplicated pages were provided to the NIH staff.

The effectiveness and efficiency of the NIH library operation can be attributed to the support and cooperation which it receives from the Division of Research Services and the NIH community at large. Instead of acting in the capacity of watchdog for library operations, the Division of Research Services promotes library endeavors by acting as liaison between the library staff, NIH researchers, and other staff. The Division keeps the library informed of NIH programs and future activities thus enabling the library to anticipate the needs of its users. The Division, abreast of library activities and requirements, supports that library by providing it with the staff and budget essential to its operation.

The major obstacles to establishing a library of this caliber are those of budget and space. The total yearly allocation for the NIH

library is approximately $880,000. This includes $65,000 for book acquisitions, $115,000 for periodical acquisitions, and $700,000 for payroll. The floor space required to house the library is 39 thousand square feet, one half of which is stack space and one half of which is office space and reading area. The excellence of the services and resources afforded by this library render it an indispensable part of the whole NIH operation and well worth the expenditures and space sacrifices necessary for its mantenance.

c. National library.

The third type of HEW agency library is the national library, represented in this section by the National Library of Medicine (NLM). As a Federal library, the NLM is not in fact an HEW agency library, however, it does reports to the NIH Director and for this reason is being treated in this paper as an HEW agency library. The National Library of Medicine, created at the end of the last century, was originally established as the medical library for the Armed Forces. In 1964, through a legislative statute, the library was designated the National Library of Medicine and was placed under the jurisdiction of the National Insititutes of Health. The NLM

contains 700,000 books, monographs, and bound periodicals, 600,000 theses and pamphlets, and 16,000 periodical subscriptions. The collection is growing at a rate of 6% yearly and encompasses both foreign and domestic materials. The library is mandated to collect and catalog all materials published in the health and medical sciences fields. Because of its status as the principal national medical library, most medical publishers automatically send all materials they publish to the NLM, (with a post-paid agreement).

The services and outreach programs of this library are aimed primarily at the country's 2.9 million people involved in the medical and health professions, including graduate and undergraduate students. The NLM is staffed by 67 professional and 133 support personnel. The majority of the professionals have medical or scientific backgrounds; "library staff" consists of only a few professional librarians. There are 65 additional people in the Computer Sciences Division of the NLM, 15 of whom are engaged in developing new computer technology for the library. The NLM also maintains an audio-visual development center in Atlanta, Georgia which is staffed by 100 people.

The NLM has two main functions: it serves as a repository for all

published medical information (worldwide) and as a disseminator of medical information. Although the library does provide a wide array of on-site services, it is primarily engaged in diffusing and disseminating information to the medical community at large. On-site services, such as computer literature searches and reader and reference services are provided to anyone who visits NLM. During the past year over 30,000 people were provided with on-site information services in the library. The NLM's main vehicle for providing ready and rapid access to information is MEDLARS (Medical Literature Analysis and Retrieval System). All items received by the NLM are cataloged, indexed, and stored in the MEDLARS computer bank. The are 77 on-line MEDLARS terminals across the country for the use of people in the medical sciences. Another mechanism for disseminating medical information is MEDLINE, a less sophisticated computer retrieval system. NLM publishes Index medicus, a monthly selective index to the world's medical literature compiled by mechanical means. To further promote the diffusion and diseemination of health and medical information, NLM publishes 24 recurring subject bibliographies and 26 other products (mainly indexes). All of these indexes and bibliographies are generated by the MEDLARS computer. NLM provides funds to 10 previously

established medical libraries, both university affliated (Harvard Medical Library) and other (New York Academy of Medicine Library). as part of its efforts to promote the dissemination and coordination of medical information. Each of these 10 regional libraries has a MEDLARS terminal and can provide services similar to those provided on-site by NLM.

The NLM has an annual budget of $22 million broken down into the following categories: 8 million for grants to universities and local medical libraries, 7 million for payroll and library operations, and 7 million for research and development contracts. Of the 7 million earmarked for staff and library operations, $400 ,000 is allocated for acquisition of books and periodicals.

There are major problems associated with establishing and operating a library of this magnitude. First, the NLM was created by legislative fiat. There are many political obstacles to obtaining legislative sanction for the establishment of a Federal library. A problem inherent in the NLM operation is the fact that this library is obligated to acquire or accept all published materials in the health and medical sciences, both foreign and domestic. The NLM is therefore glutted with numerous

valueless materials. It is in fact estimated that of the 16,000 periodical subscriptions received by the library only 5,000 are of real value.* Much staff time is wasted cataloging, indexing, and storing worhtless items. As can be imagined an enormous amount of space is required to house a collection of this magnitude, another problem to be considered. Within five years the NLM will have outgrown its present quarters.*

*Interview with Dr. Martin Cummings, Director or the National Library of Medicine.

(4) Guidelines For The Establishment Of An Autonomous In House House Research Library

From the review of the functions, services and resources offered by the three HEW agency libraries, the model that most nearly approximates the kind of library needed by NIE is the NIH model - the autonomous in house research library. The services and resources of sucah a library will provide NIE researchers and staff with ready and rapid access to information relating to current educational theory and practice.

Assuming that this model is acceptable to NIE, it is necessary to specify the operational procedures of sucah a library. The operation of the NIE library will be discussed below and will include such factors as authorization strategy, reporting procedures, clientele to be served, services to be provided, scope and size of collection, space considerations, staffing pattern, and budget considerations.

a. Authorization strategy

Before NIE can proceed with the creation of an autonomous in-house research library, authorization for such an undertaking must be sought. Precedence would have it that NIE seek such authorization through an administrative order issued from the NIE Director's office. (Guide to Laws

and Regulations on Federal Libraries. p 1 and 2) Therefore, the responsibility for the establishment of the library lies within the purview of the Director's authority. It is recommended that the urgency of this matter be brought to the attention of the NIE Director as soon as he takes office.

b. Reporting procedures

The location of the library in the NIE organizational structure will play a large part in determining how effectively the library can serve the needs of NIE staff and researchers. It has been found, as in the case of the HEW library, that a library which reports to the Office of Administration Services of an organization often does not receive the support and recognition necessary to carry out its responsibilities. On the other hand, as illustrated by the NIH model which reports to the Division of Research Services, a library which reports to that division that benefits most from its services and resources is more apt to receive needed support and recognition.

It is therefore recommended that the library report to either of the two divisions of the Institute which will be most involved in doing research - the Division of Resources or the Planning and Evaluation Unit.

Should a Division of Dissemination be created, it would be even more appropriate for the library, as an instrument of dissemination of information, to be placed within this division. It should also be reiterated here that the library should be an integral part of the Information Services Unit along with the Educational Reference Center, ERIC, and the archival collection. The proper location for the Information Services Unit has already been discussed (introduction) and coincides with the recommendations made above with respect to the location of the NIE library.

c. Clientele

In addressing the question of clientele to be served, initially library services will be directed to the needs of the in house staff. As the library collection and staff expand, the scope of clientele and the levels of services to be offered can be increased. It is anticipated that eventually the NIE library will provide a number of outreach services to the educational community and other interested individuals.

d. Services to be provided

As emphasized earlier, the NIE library will be a service oriented organization focusing on rapid access to information for in house staff and where possible for the education community at large. During the

developmental period staff and resource limitations will restrict library services to in-house staff. For this period the minimum services to be performed by the library include maintaining a comprehensive collection of reference tools, answering relatively basic reference questions, verifying titles, tracking down references, compiling and circulating listings of newly acquired publications andrelevant periodical articles, circulating library materials and maintaining cooperative relationships with libraries containing extensive educational collections. As the library operation expands, services to be offered to in-house staff will be expanded to include circulation of library resources, reference services, readers advisory services, photocopy, library orientation programs, multi-media showings, analyzing and synthesizing research on topics of current interest to NIE staff and book reviews.

During the developmental period of the library, the Education Reference Center will take primary responsibility for providing information services to the education community. At such time as the library has sufficient resources and staff, it together with ERC, will seek to provide comprehensive information outreach services to in-house staff and outside

individuals and institutions. The outreach services will include compiling and distributing comprehensive subject bibliographies (annotated and unannotated periodical article lists, annotated acquisitions lists, ERIC literature searches, and interlibrary loan.

e. Scope and Size of Collection

In regard to scope and size, the NIE library will be a working collection focusing on recent developments in the field of education. A concerted effor will be make to match the collection to the needs of the in-house research staff; subject orientation will be based on NIE in house research programs. As the collection expands it will become more comprehensive in scope, spanning the entire spectrum of education and related fields. The NIE library will not seek to develop a historical collection. Requested historical materials will be accessed through interlibrary loan with the HEW Department library or other Washington area libraries.

It is estimated that a working education research library should contain a minimum collection of at least 20,000 monographs and 1,500 journals and serials. The growth rate of the NIE library is contingent upon budget allocation and staff patterns. Ideally, by the end of the first year the collection should number sOme 3,000 monographs and 750 journals. In addition to ~~Included in~~ this estimate are those basic reference tools such as indexing and abstracting guides which are essential to accessing information found in journals and other materials. From its inception, the NIE library will house the complete ERIC microfiche collection of 60,000 documents which

is presently increasing at the rate of approximately 22,000 documents yearly. Because of the increased relevance of multi media to educational research and the importance of coordinating information services within the agency, the library should assume responsibility for development and maintenance of a comprehensive multi media collection. The growth of the library's multi media collection will also be contingent on budget and staffing patterns.

f. Space Considerations

An important consideration in establishing the NIE library is that of planning for space and equipment. In order to facilitate research efforts the library must provide an atmosphere conducive to the work of NIE staff and furnish the space and equipment necessary to house and utilize the library resources. In estimating space for the library, allowances must be made for the continually expanding nature of the library collection. It has been projected that the library will expand into a minumum collection of 20,000 volumes and 1,500 periodical subsciptions with a staff of 11 within a period of five years. To house and utilize such a collection a minumum of 5000 square feet will be required.* Included in this estimate is office space

*This estimate is based on the existing space used by the Center for Urban Education Library, which houses a collection similar in size to that projected for NIE, and a discussion on library space planning in the document, Special Libraries: a guide for management. (pp. 39-41)

for staff and reading areas. Additional space will be needed to house the multi media collection. Furniture and other equipment needed by the library will be discussed later in the context of NIE library budget.

g. Staffing Pattern

In order to reach the proportions projected for the first year, and to provide a minimum level of service to in house staff, the library will require a minimum of six in staff, three professionals and three support personnel. The professional staff will include a head librarian, an archivist/assistant librarian and a technical services librarian (cataloguer). A catalog clerk, a serials mail clerk, and a clerk/typist will be needed to assist the professionals in carrying out their duties. Brief job specifications for each of the library staff are provided below.

The head librarian's main functions will be the overall administration of library operations, supervision of library staff, development of library systems, procedures and policies, selection and acquisition of library materials, and maintaining communication between the library and in house staff. The archivist/assistant librarian's main duties will be to maintain the NIE archives collection. (Collection of all relevant material resulting from NIE supported activities, both in house as well as extramural) ~~will be~~

~~her major responsibility~~. In addition to ~~her~~ archival duties, the assistant librarian will aid in reader and reference services and oversee the circulation operation. The technical services librarian (cataloguer) will be responsible for the initial processing of all incoming library materials (with the exception of periodicals), cataloguing and classifying relevant items, developing and maintaining the card catalog, and supervising the catalog clerk.

The catalog clerk will type and file catalog cards and perform other duties under the direction of the technical services librarian. The serials-mail clerk will perform such takes as processing and distributing mail, maintaining the periodical collection, processing G.P.O. orders, and housekeeping chores. The clerk/typist, as secretary to the head librarian, will type stencils, process book orders, and assist in circulation and shelving.

It is anticipated that the demand for library services to both in house staff and the education community will increase as the agency reaches maturity. In order to meet these demands and maintain a growing collection the size of the library staff must be enlarged each year. By the end of the fifth year, the NIE library must have a total of 11, five professionals

and six support personnel.

h. Budget Considerations

In order to house and utilize the collection as described both during the first year through to the fifth year budget is the major considerations. In most research organizations with libraries, a standard rule is that 2½% of the total organizational budget be allocated to the library. There are two types of budgets to consider. Equipment funds is the initial outlay to establish the facilities. It includes furniture, carpeting, equipment, and the basic reference collection. The second type of budget is the operational budget including staff salaries, book and periodical acquisitions, and supplies. The following charts prepared by Norman Mann, Business Manager of the Center for Urban Education outline the estimated costs for the programs described herein. (see next page)

Within this budget no provisions for funds have been made for the following items: audio-visual materials, rent, and five years of back periodicals on microfilm (the cost of this collection will be contingent upon the number of periodicals received available on microfilm.)

Chart 1. Estimated costs of proposed ME Research Library.

Item	Year One	Year Two	Year Three	Year Four	Year Five
I. Equipment funds					
a. Furnishings*	$30,000.00	--	--	--	--
b. Equipment*	$18,000.00	$5,000.00	$5,000.00	$5,000.00	$5,000.00
c. Reference Collection Collection**	$17,000.00	--	--	--	--
	$65.000.00 ST	$5,000.00 ST	$5,000.00 ST	$5,000.00 ST	$5,000.00 ST
II. Operating Funds					
a. Personnel costs, including fringe benefits	$70,000.00	$95,000.00	$120,000.00	$150,000.00	$180,000.00
b. Acquisitions	$30,000.00	$40,000.00	$50,000.00	$65,000.00	$80,000.00
c. Supplies	$5,000.00	$5,000.00	$7,500.00	$10,000.00	$12,500.00
	$105,000.00 ST	$140,000.00 ST	$177,500.00 ST	$225,000.00 ST	$272,500.00 ST
Total budget	$170,000.00	$145,000.00	$182,500.00	$230,000.00	$277,500.00

* Assuming all new purchases.

** Includes five years of back issues.

i. National Education Library

In concusion, it must be noted that if the NIE proves to be a viable organization, it may wish to consider establishing a National Education Library at some time in the future. Such an undertaking would of course require legislative sanction and a major planning effort on the part of a number of specialists in the fields of library organization, educational research and computer technology. The resources and services of a Federal education library could offer a valuable mechanism for dissemination and diffusion of educational information to the Education and lay community across the country.

An option which NIE might consider if it decides to set up a National Library of Education is to request that the HEW Department Library's Education Collection be transferred to this Federal library. The HEW Department Library contains one of the best collections of educational resources materials in the country and has a strong historical focus.* The fact that the HEW Department Library is understaffed and short of space should enchance NIE's prospects for implementing this plan.

*This fact was ascertained during an interview with the HEW Department Library's Education Specialist, Alice Songe

(5) Guidelines for the establishment of an archival collection for the NIE.

An archival collection (a collection of documents related to the activities of an organization) will be essential to the operation of the NIE. Two categories of documents will be entered into this collection: those documents related to the development and internal operations of the NIE and those documents generated through contracted programs and in-house research. The need for historical and ongoing information about the NIE as an organization is obvious.

There are a number of reasons for acquiring the documents generated through contracted programs and in-house research. This collection of materials will provide rapid access to complete information on what programs or projects are currently in operation (contracts and proposals), how they are proceeding (interim reports), and, eventually, what their findings or products are (final reports). For future purposes, the archives will provide researchers with information concerning the educational trends followed and type of educational programs funded by the NIE and what they accomplished. In order to allow access to the documents they will be indexed by author(s), subject(s), and organization.

As most librarians and archivists know, it is difficult to acquire

archival documents within an organization much less from contracted programs.* In light of this it is necessary, from the outset, to establish tight procedures for acquiring archival documents. For those programs contracted out it should be written into the contract that the obligations of the contractor include submitting all documents generated through the contract to the NIE archivist. To facilitate acquiring documents generated by in-house research projects and the internal operations of the NIE all project directors and appropriate management personnel will be formally notified as to their obligation to forward all documents to the archivist. It will be the responsibility of the archivist to insure that all necessary documents are received.

All items will be filed in the archives by accession number. There will be three classes of numbers - internal (I) for in-house research documents, external (E) for contract generated documents, and organizational (N) for documents concerning NIE's development, growth, and managerial operations. Once an initial document is received, for example a contract, it will receive an accession number (E000-001). All subsequent documents generated through this contract will receive the same

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As attested to by the Head Librarian of the National Science Foundation Library and the Chief Librarian of the Center for Urban Education.

accession number with a subletter (E000-001a) Once a completed set of documents (all for that accession number) are received, the items will be put on microfiche. As stated they will be accessible through indexes. In order to maintain the integrity of the collection, ~~hard copy and microfiche~~ while at the same time allowing maximum utilization of the information stored in the archives, this hard copy and microfiche collection will be treated as a locked collection housed within the library.

(6) Library needs for the Interim Organization of NIE

It is anticipated that the NIE may be operational on July 1, 1972. At its inception the NIE will have a staff of about 350 people. Location of NIE quarters is as yet unknown.

Until the NIE Director is brought on (which may not occur until the agency has been operational for several months) the NIE will be structured along the lines of an interim organization designed during the planning phase. As of yet it is not known to which Interim Organization division the Information Services Center (composed of the library, ERIC, ERC and the archival collection) will report. It should be emphasized once again, that if the Information Services Division is to be accorded the proper support and recognition, it should report to the division that will utilize its resources and services, or should be placed under a Dissemination Division (not yet a part of the Interim Organization).

Time, space and budget limitations dictate that a contingency plan with regard to access of library resources and services must be drawn up for the Interim Organization. To meet the library needs of the staff during this period, the following steps are recommended.

First, at least two professionals and two support personnel should be appointed full time to attend to library needs of the NIE staff. The responsibility for selecting materials, placing orders, answering reference questions, cataloguing old and new books and journals will fall to one of the professionals, preferably the person with the most library experience. The second professional will assume the responsibility for the NIE archival collection, performing such tasks as acquiring and indexing archival materials. In addition, this person will be given the task of obtaining interlibrary loan material. Both of these professionals should be familiar with the ERIC and ERC operations so that they can refer staff members who are in need of literature searches, bibliographies, etc. to these two well established services. In fact, the two professionals should seek to establish a close working relationship with the ERIC and ERC staff members so as to avoid duplication of effort and promote efficiency in providing information services. The two support personnel will assume responsibility for secretarial and clerical tasks, answer telephone calls, and perform such errands as picking up and returning interlibrary loan materials.

Secondly, during the Interim Organization period, those procedures which will dictate operation of the NIE library should be developed. Procurement, cataloguing, and interlibrary loan procedures should be established at this time. Interlibrary loan services will be an essential factor in the Interim Organization operation, because of the time involved in building a comprehensive selection of educational materials. In other words, the Interim Organization will have to rely primarily on the resources of other Washington area libraries for its information needs. As soon as possible, contacts should be made with other Washington area libraries that have extensive education collections.* A problem to be anticipated in establishing interlibrary loan is that of receprocity; NIE should not expect to borrow books from those libraries to whom it can not or will not (at a future date) extend the same privileges. During the Interim Organization, the NIE library staff should also seek to establish contacts with those publishing companies, jobbers and others with whom it expects to do business in the future. This will facilitate efforts to acquire books and periodicals once the library obtains funding and becomes fully operational.

* It should be noted here that contacts have already been made with several Washington area libraries.

Another task for those involved in library services for the Interim Organization is to draw up lists of reference tools, publications, and other materials that should be included in the NIE library collection. This will be a time consuming process as all pertinent information, such as cost, publishing company, etc., must be collected for each item before purchase orders can be placed.

Lastly, during the Interim Organization, definitive plans with regard to the kinds of facilities and equipment needed by the library must be developed. ~~It should be noted here that contacts have already been made with several Washington area libraries.~~

In drawing up plans for library facilities and equipment, a strong case will have to be made for an attractive, spacious library, a library that will provide the proper setting for those involved in research and study.

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